

June 30, 2011

Ms. Ruth Kennedy  
Medicaid CCN Director  
Louisiana Department of Health and Hospitals  
628 North 4<sup>th</sup> Street  
Baton Rouge, LA 70802

**Re: Response to the Request for Proposal (RFP) # 305PUR-DHHRFP-CCN-P-MVA for Prepaid Coordinated Care Networks**

Dear Ms. Kennedy,

We are pleased to respond to the Request for Proposal (RFP) # 305PUR-DHHRFP-CCN-P-MVA issued by the Bureau of Health Services Financing Department of Health and Hospitals for participation in the Louisiana Medicaid Coordinated Care Network (CCN) Program.

The attached proposal is being submitted by Louisiana Healthcare Connections (LHC), a subsidiary of Centene Corporation (Centene) in partnership with the Louisiana Partnership for Choice and Access (LPC&A), comprised of nineteen Federally Qualified Health Centers (FQHCs) located throughout Louisiana. Created to provide services to the State of Louisiana and its Medicaid recipients, LHC will draw from the experience and success of each of our parent companies, Centene and LPC&A, to bring Louisiana an innovative and progressive approach that will improve quality of care and access to services while creating cost efficiencies for DHH.

Centene possesses over **27 years of experience in Medicaid and Medicaid-related managed care** programs for low-income populations, including Temporary Assistance for Needy Families (TANF), the State Children's Health Insurance Program (SCHIP), Supplemental Security Income (SSI)/Aged, Blind and Disabled (ABD), Foster Care, Long Term Care, subsidized and commercial health insurance for uninsured and Medicare (Special Needs Plans), and currently serves nearly **1.6 million members** on a full-risk basis and operates managed care programs in twelve states, with a wealth of experience and expertise in the southeast (as demonstrated by the accompanying map). Centene specialty services include US Script

(pharmacy benefits management), OptiCare (vision care), Cenpatco Behavioral Health, Nurtur (life and health management), and NurseWise (a nurse advice and medication treatment compliance line). Through the specialty division, Centene can offer the whole package when it comes to integrating health care solutions that address the complex needs of the Medicaid population. Our parent company, Centene, has more experience in the past five years partnering with states to transition from fee-for-service to managed care than any other managed care organization, including implementations in Georgia, which includes urban markets such as Atlanta; Mississippi, which includes rural areas such as the Mississippi Delta; South Carolina and most recently in Illinois in the six-county area surrounding Chicago.

LPC&A is comprised of 19 of the 25 Federally Qualified Health Center (FQHC) members of the Louisiana Primary Care Association located throughout Louisiana that currently serve the Louisiana Medicaid population, uninsured and underinsured and have established relationships with other providers



and stakeholders throughout the state. LPC&A complements Centene's national experience by providing LHC with a strong understanding of both our members as well as the local healthcare delivery system. For more than 28 years, the LPCA has been an integral component of the health delivery system in Louisiana, providing almost 632,000 visits for nearly 203,000 patients in 2010<sup>1</sup>. LPC&A members understand the needs and preferences of Louisiana Medicaid recipients and Medicaid providers, and how they differ across the various regions of the state. LPC&A's ownership in LHC truly makes us part of the provider community and as such affords us the opportunity to improve healthcare care for our members while improving partnerships with providers to deliver that care.

LHC offers several unique features that set us apart from other Medicaid health plans and provide exceptional value both to DHH and to CCN Program members.

- LHC is built on Centene's philosophy that ***health care is best delivered locally***. THROUGH OUR NAME, LOCATION, AND PARTNERSHIP; LHC IS LOCAL. This local approach, which includes hiring from the communities we serve, enables Centene plans to provide accessible, high quality and culturally sensitive services. LHC's emphasis on having "***boots on the ground***" differentiates us from our competitors. LHC's policies and operating model is driven by locally staffed committees, including our Board of Directors, Quality Improvement, and Member and Provider Advisory Committees. Many health plan staff from executive leadership to MemberConnections teams are involved in community groups that support our members. This approach to managing health plans ensures that members, providers, state regulators and community resource agencies are able to partner with trusted individuals from their communities and that our stakeholders have direct access to local, accountable health plan staff.
- Unlike other organizations that build provider networks from their existing commercial or Medicare networks, Centene and its affiliated health plans build provider networks from the ground up that are developed solely to serve the unique needs of Medicaid recipients. While LHC is new to Louisiana, the Medicaid experience and dedication we bring is a continuance of Centene's more than 27 years of managed care experience *exclusively for Medicaid programs*. Long before the CCN-P RFP was released in Louisiana, our 13 dedicated provider recruiters were "in the field" educating Louisiana healthcare providers on LHC and the CCN-P initiative. To date, provider recruiters have met face-to-face with nearly ***2,000 provider organizations*** touching well over ***10,000 individual practitioners*** in the State. At the time of this submission, ***LHC has received signed agreements or LOIs from over 9,000 provider locations, including LOIs from 1,845 Significant Traditional Providers***.
- LHC uses ***competitive technology*** to strategically support timely access to care, improved outcomes, targeted interventions, nimble use of data, compliance with State and federal IT requirements, and member, provider, and DHH satisfaction. For example, Centelligence is our proprietary and comprehensive family of integrated decision support and health care informatics solutions. Our Centelligence™ enterprise platform integrates data from multiple sources and produces *actionable* information: everything from Care Gap and Wellness Alerts, to Key Performance Indicator (KPI) Dashboards, Provider Clinical Profiling analyses, population level health risk stratifications, and standard and ad-hoc desktop reports. Centelligence™ continually analyzes an enormous amount of transactional data (e.g. claims, lab test results, authorizations), producing "business intelligence" and delivering the right information products to the right person (e.g. Case Manager, Provider, Member) for the right task (e.g. clinical intervention, internal workload adjustments, client reporting) at the right time (e.g. on schedule, or "in real time"). Our **Member and Provider Relationship Management (MRM and PRM)** are our enterprise master data management systems, which enable LHC to ***identify, engage, and serve*** our members in a holistic and coordinated fashion, across the breadth of their wellness, clinical, administrative, and financial matters.

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<sup>1</sup> 2010 UDS Site Summary, U.S. Department of Health and Human Services, Bureau of Primary Health Care.

- Recognizing that multiple co-morbidities and social barriers often exist in the Medicaid population and that the level of support required by these individuals is likely to change over time, LHC will deliver care management services through an ***Integrated Care Team*** (ICT) approach. This team will include registered nurses, behavioral health clinicians, social workers and other non-clinical support staff. Co-location of the ICT will facilitate regular, in-person communication about the member's care and achieve a level of ***coordination and integration*** that voicemails and emails cannot. LHC will work with our partner FQHCs to locate our case managers at their locations across the state. A recent review recognized this embedded approach as a valuable alternative for providing a Health Home for people with serious mental illness, citing evidence for increased receipt of evidence-based services and for increased likelihood of having a usual source for primary care services.<sup>2</sup>

The success of our ICT approach and incorporation of Nurtur expertise is shown in recent data analyses revealing a 24.6% reduction in asthma-related ED visits for children and 12.5% reduction in asthma-related visits for adults in Centene plans. Nurtur also achieved statistically significant reductions in condition-specific related admissions for pediatric asthma (12.9%), diabetes (23.4%), and heart disease (26.4%). At the Communities in Action National Asthma Forum, in June 2011, the U.S. Environmental Protection Agency (EPA) recognized Centene and Nurtur for their commitment to and leadership in improving the lives of people with asthma. Criteria for winning the award included implementing strategies to deliver positive health outcomes, forming strong collaborations with communities, exhibiting committed leadership, and conducting effective environmental interventions to improve the lives of people with asthma.

- LHC will implement several innovative programs with a proven track record improving health outcomes that will have a positive impact on the health of Louisiana's Medicaid recipients and improve quality health outcomes. These programs include, but are not limited to:

- The CentAccount™ member incentive program is widely used by Centene health plans and promotes personal healthcare responsibility and ownership by offering financial incentives that valued and appreciated by healthcare consumers. Rewarding members for targeted healthy behaviors increases the likelihood of continuing these behaviors through positive reinforcement.



Our Indiana affiliate has already seen indications of behavior change since its launch of the program in July 2009. The completion rate for well visits linked to CentAccount incentives increased 20.1% for July through December 2009 compared to the same period in 2008. The rate of breast and cervical cancer screening increased 23.4% percent, also during the same period. Comparing full year 2009 to 2010, MHS members had the following improvements.

**Improvement in HEDIS Performance MHS CY2009 – CY2010**

<i>Measure</i>	<i>% change (CY2009 – CY2010)</i>
Well Child Visits First 15 Months of Life ( $\geq 6$ )	16.3%
Well Child Visits 3 <sup>rd</sup> , 4 <sup>th</sup> , 5 <sup>th</sup> & 6 <sup>th</sup> Year of Life	12.1%
Adolescent Well Care Visits	23.7%

- All Centene affiliates have implemented our Connections Plus® Program, which provides pre-programmed cell phones to our high-risk Members who lack reliable phone access. This innovative program provides 24-hour instant access for our Members, allowing them to make calls to and receive calls from their providers, case managers (including behavioral health case managers), peer supports (for members with behavioral health conditions), Kentucky Spirit

<sup>2</sup> Alakeson V, Frank RG, Katz RE, Specialty Care Medical Homes For People With Severe, Persistent Mental Disorders, Health Affairs 29(5) 2010; 867-873

personnel, NurseWise, and 911. A review of 680 aged, blind, and disabled Enrollees compared to a similar population (control group) demonstrated significant improvement in health outcomes including a reduction in Emergency Room visits by 19%, reduction in inpatient admissions by 38%, and a decrease in length of inpatient stay by 29% after receiving the phone. This program received ***URAC's 2009 Best Practices in Health Care Consumer Empowerment and Protection Silver Medalist Award*** and was a ***2009 and 2010 Medicaid Health Plans of America (MHPA) Best Practices Compendium Honoree***.

- START SMART for Your Baby (Start Smart) promotes education and communication between pregnant members and their case managers to ensure a healthy pregnancy and first year of life for their babies. Start Smart offers a range of care management techniques, including health screenings, educational literature and MP3 players with educational podcasts designed to



extend the gestational period and reduce the risks of pregnancy complications, premature delivery, and infant disease which can result from high-risk pregnancies. The program provides

educational materials as well as incentives for going to prenatal, postpartum, and well child visits. In 2010, Centene's Start Smart for Your Baby Program won a Platinum Award for Consumer Empowerment at the URAC Quality Summit, and the inaugural URAC/ Global Knowledge Exchange Network International Health Promotion Award. In 2009 it was named an NCQA Best Practice.

Since instituting the program in 2007, NICU Days per 1000 births fell 30% and the percent of births less than 1500 grams dropped as well. With the addition of 17-P, the program is expanded to reduce the recurrence of preterm delivery. Deliveries with a gestational age of less than 37 weeks decreased from 51.7% in the control group to 39.9% in the 17P group when 17P was initiated by 28 weeks gestation.

In closing, we believe that the national experience and expertise of our parent company, Centene, combined with the local health care delivery system knowledge of our owner-partner FQHCs uniquely position LHC to improve health outcomes for CCN members while generating maximum value for DHH.

If you have any questions please feel free to contact me by phone at 225-361-1713 or by email at [jschlottman@centene.com](mailto:jschlottman@centene.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Jamie Schlottman", is written over a horizontal line.

Jamie Schlottman

President, Louisiana Healthcare Connections